CJCS Vision for Joint Officer Development

- Roadmap -

MECC

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Purpose

- Inform
  - CJCS Vision for Joint Officer Development
- Summarize
  - Premise, Objective, Focal Point, & Outcome
- Advise On Way Ahead
  - JSAP actions for service positions
  - Strategic Plan for JPME / JOM
    - FY05 NDAA requirement

Strategic Plan – Joint Officer Development

- ***"SecDef shall develop a Strategic Plan for Joint Officer Management and Joint Professional Military Education that links Joint Officer Development [JOM & JPME] to overall missions and goals of DOD"…FY05 NDAA***
  - ***"…with advice of CJCS" -- DJ-1 Lead / DJ-7 Support***
  - **NLT 15 Jan 06**
    - **Submit the Plan to SASC/HASC**
    - **Include joint officer development for officers on the reserve active-status list in the strategic plan**
  - **NLT 15 Jan 07 (supplemental report)**
    - **Senior civilian officers and employees of OSD, DOD and the military agencies**
    - **Senior NCOs**
    - **Senior leadership in Reserve Component**

Joint Officer Development

- Premise:
  - Competency-based, lifelong continuum of learning…in a joint context
- Objective:
  - Produce the largest possible body of **fully qualified** and **inherently joint officers** suitable for joint command and staff responsibilities in the CCJO "Envisioned Force"
- Focal Point:
  - Colonels and Captains (O-6 community)
    - Logical culmination point for JOD
      - Convergence & divergence of service development strategies
- Assumption:
  - Joint Officers are built upon Service Officers

Inherently Joint Leader Competencies

- Detailed set under development
  - Parse Joint / Common / Service leader competencies and relationships
  - Service competencies nested in Joint Competencies
  - Broad descriptors…

trategically Minded, Critical Thinker, Skilled Joint Warfighte

Joint Learning Continuum

- Four interdependent pillars with assessment
  - ***Joint Individual Training***…learning to do
    - Joint Learning Portal (JLP); "virtual schoolhouse"
  - ***Joint Professional Military Education***…learning to think
    - Competency-based…Petri dish for culture change
  - ***Self-development***…self-directed learning
    - Self-motivated quest of knowledge
    - Increased Commanding Officer role
  - ***Joint Experience***…practical application of what was learned
    - Joint experience accrues where jointness is applied
    - Joint exercises (JXP)
- Multiple paths of delivery and/or attainment

Competency = Joint Learning AND Demonstrated Performance

CJCS JOD Vision

CCJO

Joint Leader Competency

Learning Continuum

Largest possible body…

Fully Qualified & Inherently Joint…suitable for joint command and staff responsibilities

*Joint Leader Competency Model**

Joint Leaders shall possess the capability for…

27 sub-competencies

**CALIBER Associates for the JCS J-7, Feb 2006*

Joint Warfighter

Subcompetency	Subcompetency Definition
Optimizing Joint Capability	Considers and applies capabilities of each service, agency, and entity in a manner that optimizes joint capability, interoperability, and interdependence; may include evolutionary and revolutionary application of capabilities to support the success of integrated operations across a range of missions.
Applying Operational and Strategic Art	Understands and applies operational and strategic art of joint warfare and peacekeeping; demonstrates expertise in integrating and leveraging service and joint doctrine, concepts, and capabilities within an effects-based approach to joint warfare; demonstrates a broad understanding of battle command systems and their inter-relationships.
Joint Perspective	Maximizes joint capabilities by maintaining an understanding and awareness of service centric biases and tendencies (in self and others) that may affect mission success; applies wisdom to eliminate negative biases and tendencies, such as careerism and service parochialism, at the individual and organizational levels.

Joint Qualified Officer (JQO)

- Building “generalists” not “specialists”
  - Some specialist tracks still required (medical, engineers, etc)
- Transform the JDAL into a meaningful management tool
  - Assess the billet
  - Assess the individual officer
  - G/FO certification / Joint Staff oversight
- Not all billets equal or need the same level of jointness
  - Integral, Required, Associated

JOD Milestones

OPMEP Revision (.01D)

1 Oct 07 Implement FY07JOM authorities

Mar 07 – Submit Strategic Plan Implementation Plan

13-17 Nov 06 PAJE Visit to AWC – JPME-II

Joint Leader Competency Study Planner-level comment – JSAP J-7A 306-06

FY07 NDAA - Oct 06

10-15 Sep 06 PAJE Certification (JPME-II) - MCWAR

April 06 – SECDEF Strategic Plan for JOM/JPME

May 06 MECC WG review/comment; Caliber Study

Feb 06 Caliber Assoc. study of Joint Leader Competencies

Dec 05 - OPMEP (.01C)

Nov 05 CJCS Vision for Joint Officer Development

Oct 05 - EPMEP

Sep 05 Caliber study chartered

15 Aug 05 JCS Tank – Joint Officer Development

21 June 05 OPSDEP Tank

4 May 05 CJCS Vision for Joint Officer Development - Concept

FY05 NDAA - Oct 04

CJCS Vision for Joint Officer Development

- Protecting the Basic tenets
  - ✓ *Joint officers are built upon Service officers*
  - ❑ *Joint leader competencies become integral to those of the Services*
  - ✓ *Develop officers well versed in joint operational art*
  - ✓ *Produce largest possible body of fully qualified and inherently joint officers*
  - ✓ *Establish a Joint Learning Continuum*
  - ❑ *Joint experience accrues where jointness is applied*
    - ❑ *Joint litmus test*
  - ❑ *Transform the JDAL into a meaningful management tool*
    - ✓ *Degrees of jointness*
    - ✓ *[measure] What an officer does & how the officer performs*
  - ✓ *Replace extant JSO designation with…JQO*
    - ✓ *Define broader standards [to be] joint qualified*
    - ✓ *Multiple paths to the JQO designation*
  - ✓ *JPME*
    - ✓ *Requirements for GO/FO selection*
    - ✓ *JPME is the heart of JOD*
    - ❑ *Multiple paths of delivery; JPME-II*

The Next OPMEP (ver .01D) - Way Ahead

- **Accept the Joint Leader Competency Model**
  - **JSAP 7A 306-06 (Service, NDU, COCOM); JCS Tank**
    - **JSAP suspense: 22 Dec 06**
  - ✓ **Assess legislative authorities/relief in FY07 NDAA**
- **Convene an OPMEP WG – OPMEP Revision (.01D)**
  - **Assess need for additional research**
  - **Consider tenets of the CJCS Vision for JOD**
  - **QDR 2006 assessment of the 21st Century Total force**
    - **Irregular Warfare, SSTR, Culture/Regional Awareness, Language Skills, Building Partnership Capacity, NDU/NSO, Strategic Comms**
  - **Training Transformation (T2) Strategic Plan**
  - **Assess Congressional reaction to the Strategic Plan**
  - **Determine process for Outcome Assessment**
- **Develop Joint Leader/Leadership Doctrine**

QUESTIONS / COMMENTS

Back-up

Leading Organizations and People

Subcompetency	Subcompetency Definition
Moral Courage	Demonstrates selflessness of action by doing the right thing regardless of personal and professional consequences.
Ethical Leadership	Nurtures ethically-minded organizations through goals, actions, and referent behaviors that exemplify professionalism, humility, self-control, personal discipline, and values (e.g., honor, courage, commitment, loyalty, and duty); promotes policies and practices that encourage and reinforce ethical behavior.
Developing Others	Facilitates an environment that motivates others towards success, provides continuous feedback and mentorship; identifies developmental needs, and responds by providing opportunities and time to address those needs through coaching, mentoring, delegating, and training and development.
Taking Care of People	Crafts policies and allocates resources that guide organizations to attend to the physical, mental, and ethical well-being of organizational members; fosters an organization that protects subordinates from ethical and legal jeopardy and minimizes physical/personal risk, emotional stress and trauma.
Inspiring and	Inspires others to transcend their own self interests and embrace personal sacrifice and risk for the good of the mission and organization; empowers others and guides them in direction

Leading Organizations and People (cont.)

Subcompetency	Subcompetency Definition
Resource Stewardship	Acquires and administers human, financial, material, and information resources in a manner that instills public trust while accomplishing the DoD mission.
Establishing a Culture of Accountability	Maintains checks and balances for self and others; assumes ownership for areas of responsibility, operations of unit, and personal mistakes; addresses poor performance of individuals and organizations while avoiding a "zero-defect" mentality or displacing blame on others.

Visioning and Strategic Thinking

Subcompetency	Subcompetency Definition
Visioning	Understands national-level objectives and develops strategic, operational, and organizational goals for advancing U.S. interests; applies innovative and creative solutions to make functional improvements within the bounds of reasonable risk; develops insights while exploiting rapid and persistent change.
Strategic Planning	Articulates plans for achieving strategic goals; analyzes policy, politics, doctrine, time and national power and develops detailed, executable and forward thinking plans; establishes metrics to evaluate goal achievement.
Anticipating 2nd and 3rd Order Effects	Analyzes situations critically and synthesizes patterns among diverse systems; understands concept of effects-based approaches and interdependencies and applies this understanding to enact change; gauges unintended consequences; maintains situational awareness; attends to societal and political perceptions of the military.
Adaptability	Responds quickly, effectively, and proactively to ambiguous and emerging conditions, opportunities, and risks; includes the ability to perceive opportunities and risks before or as they emerge.
Sound	Makes sound and well-informed decisions that involve ambiguity, risk, and uncertainty; simultaneously integrates and

Fostering Collaborative Relationships

Subcompetency	Subcompetency Definition
Building Teams	Assembles teams/staffs and makes assignments according to members' unique capabilities and perspectives; instills a group identity while fostering cohesiveness, confidence, and cooperation; encourages the expression of diverse perspectives while maintaining a unified direction and purpose.
Building Coalitions	Creates alliances through a broad network of personal relationships that span organizational, service, agency, and national boundaries; without absolute authority, elicits consensus and commitment in achieving individual or collective goals.
Negotiating	Identifies the interests and goals of other parties; understands the priorities and constraints of others to best position oneself, align interests, and develop a mutually beneficial solution.
Building Trust	Maintains an awareness of the interests, goals, and values of other individuals and institutions; builds trust and commitment through actions that attend to these interests and goals.

Global and Cultural Astuteness

Subcompetency	Subcompetency Definition
Global Awareness	Maintains an integrated understanding of factors (e.g., globalization, diplomacy, geography, science, health care, and local, domestic, and world politics) influencing defense, domestic, and foreign policy and the reciprocal effects of joint force actions on these factors; uses this understanding to inform visioning and strategic and operational planning.
Cross-Cultural Savvy	Actively seeks to understand foreign cultural, religious, political, and societal norms and customs as well as norms and customs of other organizations; studies unfamiliar cultures to ascertain what they understand about us.

Life-long Learning

Subcompetency	Subcompetency Definition
Self Development	Continually increases breadth and depth of knowledge and skills (e.g., military and non-military history, economics and trade, technology, religion, culture, and foreign language) that lead to an ever-expanding foundation of individual capabilities and competence.
Self Awareness	Conducts frequent self-assessments to identify strengths and weaknesses and comprehend their impact; understands one's identity with respect to leading organizations and people across a range of operations; actively seeks and incorporates feedback.

Tailoring Communication

Subcompetency	Subcompetency Definition
Adapting Communication	Adjusts communication approach to unique operational environment and audience needs; may involve using joint language or non-military language depending upon the audience; conveys information in a clear and logical manner.
Providing Direction and Delegating	Identifies most appropriate individuals and entities to carry out intent and articulates intent in a clear and concise manner verbally and in writing.
Active Listening	Actively attempts to understand others' points of view; ensures that others understand messages as they were intended and solicits feedback regarding perception of messages; modifies communication in response to feedback.